

Presentation of Findings: Peel Regional Police

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Canadian Centre for Diversity and Inclusion
Centre canadien pour la diversité et l'inclusion

About CCDI

About CCDI

The Canadian Centre for Diversity and Inclusion is a unique national charity dedicated to diversity and inclusion, with a focus on workplaces.

We provide:

- Networking & learning events in 18 cities across Canada,
- 9 conferences per year,
- Webinars (48 per year in English and French),
- Canada's largest eLibrary on diversity and equity,
- Cutting edge new research reports and toolkits (free at www.ccdi.ca).

About this engagement

Objectives

In May 2017, the Regional Municipality of Peel Police Services Board chose CCDI to conduct a review of:

- hiring practices
- race relations
- promotional practices
- anti-discrimination policies
- employment equity
- diversity
- gender issues
- officer misconduct procedure and policies.

CCDI was also contracted to provide an:

- environmental scan
- public consultations

Important note

CCDI began this engagement in May 2017. The majority of data collection took place over the balance of that year and into 2018. Since then, multiple leaders of the Peel Regional Police and Peel Regional Police Services Board have (for various reasons) left their roles, including Chief Evans. We have chosen to not repeat the data collection with the new leadership at this time as we believe their tenure with the organization is too short to provide relevant input.

We provide this note to the reader to point out that findings related to Leadership in this report reflect the data collected (leader interviews and Intercultural Development Inventory assessments) from the previous leadership.

That said, the reader should not discount the findings. All other findings remain valid.

Methodology

Assessment and Coaching

1. Leadership Growth – Leader Interviews
2. Workforce Growth – Documentary Review
3. Community Growth – Public Townhall Consultations and Public Survey

Measurement and Analytics

1. Diversity Meter – Census and Inclusion Survey
2. Culture Meter – IDI Assessments and Focus Groups

Measurement and Analytics

Diversity Meter

- Participation Rate: 59.32%
 - Civilian: 29.98%
 - Sworn: 69.97%
- Demographic questions: 35 potential questions including free-text, depending on response to questions
- Inclusion questions: 12 questions using Likert scale

Analysis and Strategy

1. Industry Meter – Media Scan, Literature Review and Benchmarking Study

Methodology

- Based on significant amount of data arising from multiple data points
- Objective in different data collection techniques to create comprehensive picture
 - Quantitative and Qualitative results
 - Different stakeholder groups – internal and external
 - Provide cross-validation
- Report contains findings deemed “noteworthy”
 - Does not include all data collected

Today's Presentation

- Focuses on key items within the report
- Does not go into detail on all findings

Key Findings

Key Findings

Organizational culture

1. Identified opportunities as part of documentary review to increase effectiveness, and address inclusion. (Findings 2.1 and 2.2)

Key Findings

Demographic Representation

1. Peel Regional Police demographics demonstrate a lower representation of Racialized persons, Newcomers and Women compared to Peel Region overall. (Finding 2.3)

Demographic Group	Peel Regional Police	Peel population
Racialized	24.80%	62.26%
Newcomers	21.02%	51.49%
Women	33.02%	50.81%
Persons with a Disability	10.90%	(Canadian labour force) 13.1%
Aboriginal	2.10%	0.66%
LGBTQ2+	5.53%	(Ontario population) 5.1%

Key Findings

Feelings of Inclusion

1. Overall, low positive response rate on one half of inclusion questions which suggests low feelings of inclusion by a portion of the workforce. (Finding 2.5)

Key Findings

Question	Positive Response
My organization is committed to and supportive of diversity.	73.16%
At my organization, I am treated fairly and with respect.	67.68%
At my organization, my unique value is known and appreciated.	48.42%
At my organization, I feel included.	59.27%
Senior Leaders of Peel Regional Police support measures to increase fairness and respect.	50.14%
I feel that my work at Peel Regional Police is valued by my supervisor.	68.46%
I am aware that I can request a flexible work option at Peel Regional Police.	48.81%
I am aware of my rights and responsibilities to ensure a respectful and accessible workplace environment.	83.40%
Employees at Peel Regional Police are encouraged to take ownership over their own work.	68.40%
At Peel Regional Police, I have confidence that we are building a more inclusive workplace.	57.00%
If I had a disability that prevented or hindered my participation in the workplace, I would know how to seek accommodation.	60.99%
At Peel Regional Police, everyone benefits from equal access to resources and opportunities.	50.30%

Key Findings

Feelings of Inclusion

2. Racialized persons indicate higher negative response rates to inclusion questions compared to their Caucasian counterparts. (Finding 2.6)

Key Findings

“My organization is committed to and supportive of diversity”.

Response Type	Asian	Black	Latin / Hispanic	Middle Eastern	Caucasian	Israeli	Mixed Race
Positive	54.84%	43.53%	81.36%	85.71%	81.16%	60.00%	71.15%
Neutral	25.81%	34.12%	8.47%	4.76%	10.44%	20.00%	21.15%
Negative	16.13%	17.65%	6.78%	9.52%	3.75%	20.00%	3.85%
PNTA	3.23%	4.71%	3.39%	0.00%	4.57%	0.00%	3.85%

Key Findings

“At Peel Regional Police, I have confidence that we are building a more inclusive workplace”

Response Type	Asian	Black	Latin / Hispanic	Middle Eastern	Caucasian	Israeli	Mixed Race
Positive	50.69%	42.35%	66.10%	76.19%	60.52%	60.00%	59.62%
Neutral	27.65%	34.12%	20.34%	14.29%	27.08%	20.00%	26.92%
Negative	18.43%	21.18%	10.17%	9.52%	9.79%	20.00%	7.69%
PNTA	3.23%	2.35%	3.39%	0.00%	2.53%	0.00%	5.77%

Key Findings

“At Peel Regional Police, everyone benefits from equal access to resources and opportunities”

Response Type	Asian	Black	Latin / Hispanic	Middle Eastern	Caucasian	Israeli	Mixed Race
Positive	46.08%	32.94%	62.71%	61.90%	53.10%	60.00%	57.69%
Neutral	28.11%	32.94%	27.12%	23.81%	27.57%	20.00%	28.85%
Negative	23.04%	30.59%	10.17%	14.29%	17.46%	20.00%	11.54%
PNTA	2.76%	3.53%	0.00%	0.00%	1.79%	0.00%	1.92%

Key Findings

Feelings of Inclusion

3. Employees indicated that they perceive favoritism in the processes at Peel Regional Police. (Finding 2.8)
 - 8.02% comments (as part of Diversity Meter) discussed perceptions that processes are subject to individual bias and favouritism
 - Only 50.3% of respondents agreed or strongly agreed with the question “At Peel Regional Police, everyone benefits from equal access to resources and opportunities”
 - Less than a quarter of respondents (24% - from the Culture Meter Focus Group) had a positive response to the question about fairness and consistency in applying for jobs and promotions

Key Findings

Feelings of Inclusion

4. Some employees perceive what they believe to be reverse discrimination based on their identity (Finding 2.9)
 - 31.55% comments (as part of Diversity Meter) discussed perception that diversity, equity and inclusion is creating discrimination against socially advantaged groups like Caucasian men
 - They also perceive that employees from minority groups are not qualified for their jobs and are receiving special advantages.

Key Findings

Feelings of Inclusion

- 5.** Most employees in the focus groups have experienced or witnessed harassment or discrimination in the workplace (Finding 2.13)
 - More than three quarters of Culture Meter Focus Group respondents (79%) state that they have experienced harassment or discrimination. A significant majority of respondents (90%) stated that they have witnessed harassment or discrimination within PRP.
 - Further supported by Finding 2.14: Employees report reprisals, retaliation, or negative consequences for reporting harassment or discrimination at Peel Regional Police and Finding 2.15: Employees in the focus groups hear and witness homophobic, sexist, and anti-immigrant language

Key Findings

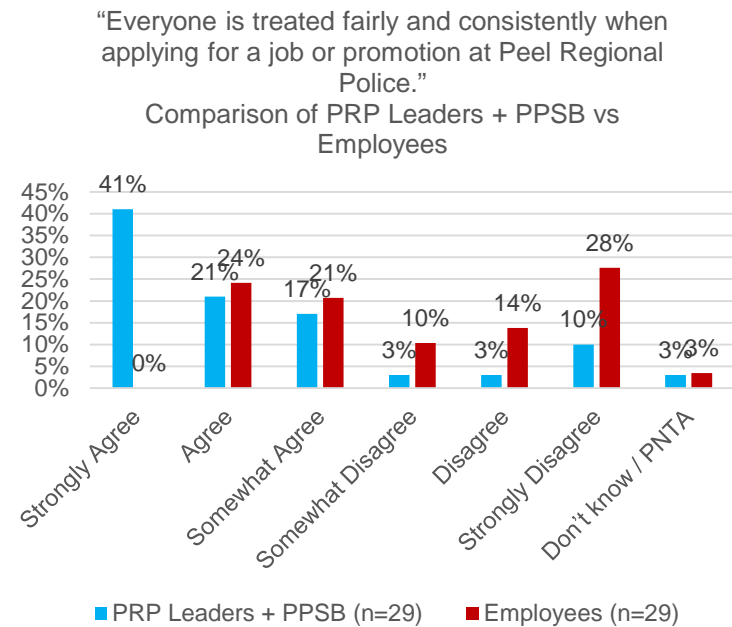
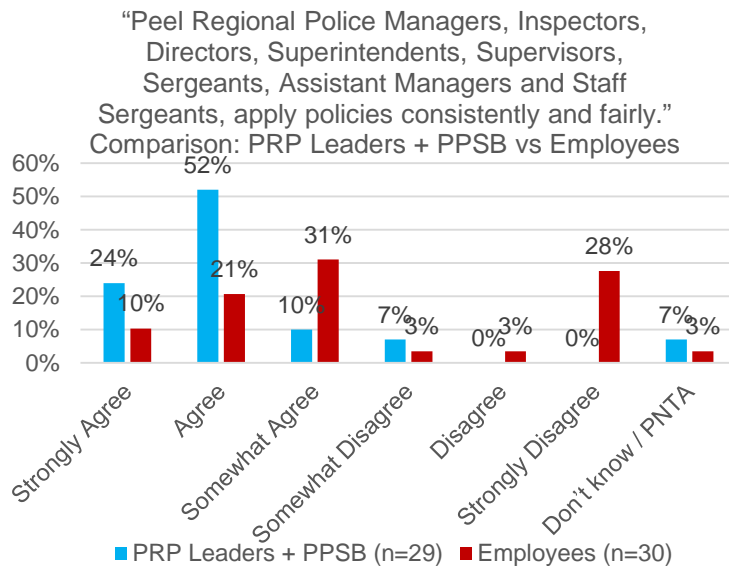
Feelings of Inclusion

5. Most employees in the focus groups have experienced or witnessed harassment or discrimination in the workplace (Finding 2.13)
 - Respondents indicated that the option to report it is generally not considered for fear of reprisals. Individuals indicated that those who report will be “marked” and harassed even further either by peers or supervisors, managers, etc.
 - Respondents cited that racist, sexist, bullying, and homophobic language is used toward peers. Some respondents stated that when this takes place, they don’t feel that they can report, as in many cases the “culprit” is someone in a more senior position.
 - Many respondents have the perception that there are no safe escalation channels.

Key Findings

Feelings of Inclusion

6. Some employees do not share the positive perceptions of leaders with respect to fairness, consistency, and equal opportunity (Finding 3.3)



Key Findings

Feelings of Inclusion

7. There is a divide between leaders and employees about the existence of racism, sexism, and homophobia in the Peel Regional Police workplace. (Finding 3.4)
 - Supported based on comments from Leadership Interviews compared to comments from Focus Groups



Thank you | Merci

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